



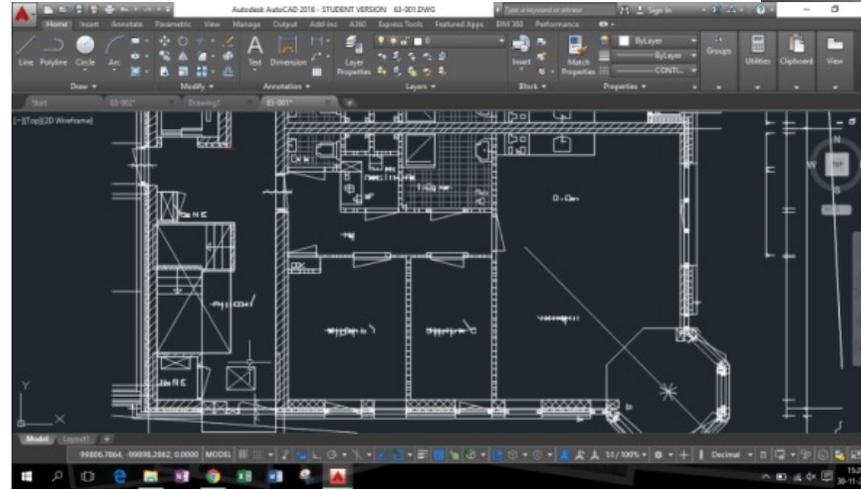
2024-25 CALBO Training Institute

Psychology of Management: Why Should the Building Official Care?

WILL CREW - JEFF JANES

CITY OF STOCKTON - CITY OF SONORA

Right Tools for the Job



4425 W. MONTROSE

$$M_u = 1.2 \left[\left(\frac{wL}{2} \right) + \frac{3wL^2}{8} \right]$$

$$M_u = 1.2 \left[\left(\frac{40(8.66)}{2} \times 8.66 \right) + \left(\frac{35(8.66^2)}{8} \right) \right] = 49K\cdot ft$$

40.8K·ft

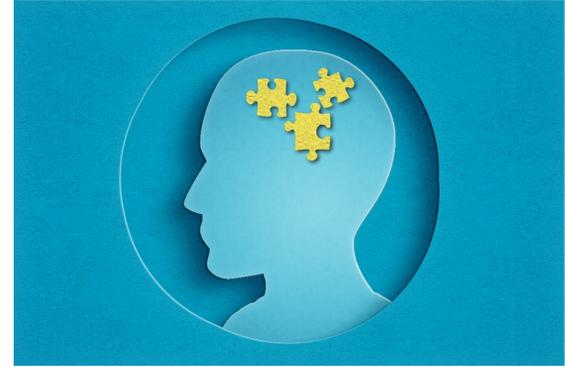
AISC 360, SECTION F10 - SINGLE ANGLES
 - DESIGN L 8x6x5/8 TO CARRY FULL MOMENT

1. YIELDING
 AISC (F8-1)
 $M_n = 1.5 M_y$
 $M_y = 0.8 A_s F_y$
 $M_y = (0.80)(4.25^2)(36KSI)$
 $M_y = 122 K\cdot in$
 $M_n = (1.5)(122 K\cdot in) \Rightarrow 183 K\cdot in$
 $\phi M_n = (0.9)(183 K\cdot in)$
 $\phi M_n = 164.7 K\cdot in$

2. LATERAL TORSIONAL BUCKLING
 AISC (F10-4b)
 $M_c = 0.66 \frac{E_b I_c}{L^2} \left(\sqrt{1 + 0.78 \left(\frac{L_c}{b} \right)^2} \right)$
 $E = 29,000 KSI$
 $b = 8in$
 $I_c = 1375 in^4$
 $C_w = 1.55 in^6$
 $L = 10.4 in$
 $M_c = \frac{(0.66)(29,000)(8)^4(1375)(1.55)}{10.4^2} \left(\sqrt{1 + 0.78 \left(\frac{10.4(1375)}{8^2} \right)^2} \right)$
 $M_c = 4115 (2.18)$
 $M_c = 10,715 K\cdot in$

What is Psychology?

Merriam-Webster Definition



Psychology: *the science of mind and behavior; the mental or behavioral characteristics of an individual or group; the study of mind and behavior in relation to a particular field of knowledge or activity*

Indeed: *“Organizational behavior management is a theory that seeks to understand the behavior of individuals, teams and overall companies or organizations as a way of increasing productivity and encouraging a positive work culture.”*

What is Management?

Merriam-Webster Definition

Management: *the act or art of managing: the conduction or supervising of something (such as a business)*



*Management is how businesses(organizations, departments, workgroups, etc.) **organize and direct workflow, operations, and employees to meet an organization's goals. The primary goal of management is to create an environment that lets employees work efficiently and productively.***

Why did you become a building official?

- Code/construction/engineering knowledge
- Natural progression of your career/longevity
- **Leadership inclination**

Expert level technical knowledge or longevity does not make a great manager of people but often people are promoted into management roles for this very reason.

What is your greatest asset?

- Technology
- Code knowledge and technical resources
- Other
- **People?**

How much time do you devote to understanding your team?

- 10 minutes a week
- 30 minutes a week
- 1 hour a week
- More than an hour

If people are the greatest asset in our organizations, why do we spend such little time trying to understand them?

“The single greatest advantage any company (organization, department, workgroup, etc.) can achieve is organizational health. Yet it is ignored by most leaders even though it is simple, free, and available to anyone who wants it.”

“I’ve become absolutely convinced that the seminal difference between successful companies (insert your own organization) and mediocre or unsuccessful ones, if anything, has little to do with what they know or how smart they are; it has everything to do with how healthy they are.”

The Advantage – Patrick Lencioni

Two requirements for success*

Smart	Healthy
Strategy	Minimal Politics
Marketing	Minimal Confusion
Finance	High Morale
Technology	High Productivity
	Low Turnover

**The Advantage – Patrick Lencioni*

Who are you?

- S – trengths what are you good at?
- H – eart what are you passionate about?
- A – ptitude capability; ability; innate or acquired capacity
- P – ersonality qualities that form an individual's distinctive character
- E – xperiences unique set of life experiences that forms a worldview



**The Way of the Shepherd – Kevin Leman, Bill Pentak*

What kind of S.H.A.P.E. is your team in?

Personality Tests

Truity – [Truity.com](https://www.truity.com)

HIGH5 Test – [High5test.com](https://www.high5test.com)

DiSC – [DiscProfile.com](https://www.discprofile.com)

16 Personality Factor Questionnaire – [OpenPsychometrics.org](https://www.openpsychometrics.org)

HEXACO Model of Personality Structure Personality Inventory – [Hexaco.org](https://www.hexaco.org)

Revised NEO Personality Inventory – [Acer.edu.au](https://www.acer.edu.au)

Myers-Briggs Type Indicator – [Myersbriggs.org](https://www.myersbriggs.org)

Eysenck Personality Inventory – [Similarminds.com](https://www.similarminds.com)

Minnesota Multiphasic Personality Inventory – [PearsonClinical.com](https://www.pearsonclinical.com)

Stockton Community Development

Myers-Briggs Exercise

- All managers completed the Myers Briggs Type Indicator
- How did this change our team dynamics?
 - Silo destruction
 - Better teamwork
 - Cohesiveness of workgroups
 - Better communication and understanding
 - Created more empathy
 - Overall environmental health improved



PROFILE

MYERS-BRIGGS TYPE INDICATOR® | STEP I™

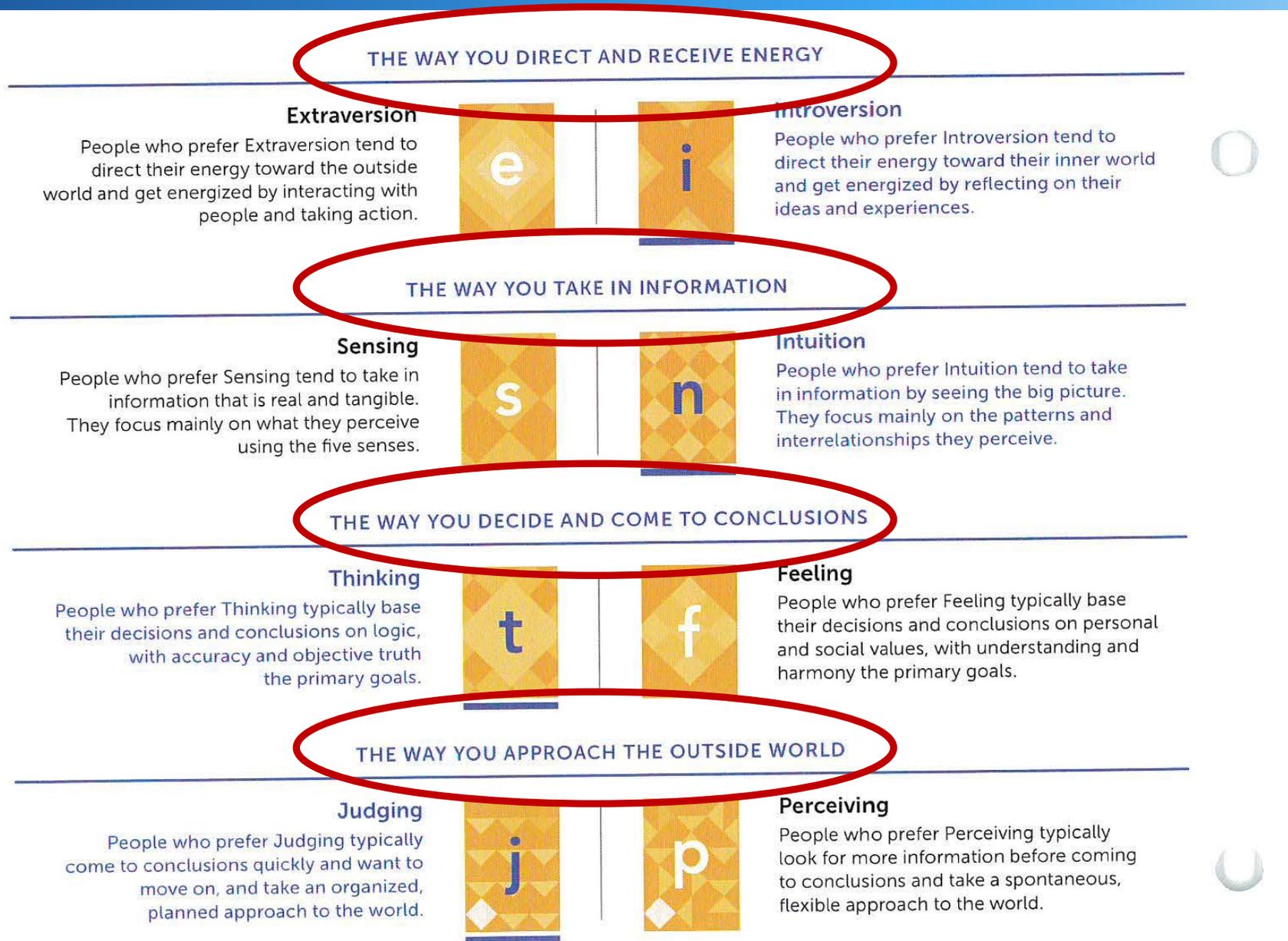
WILLIAM CREW

INTJ | 2

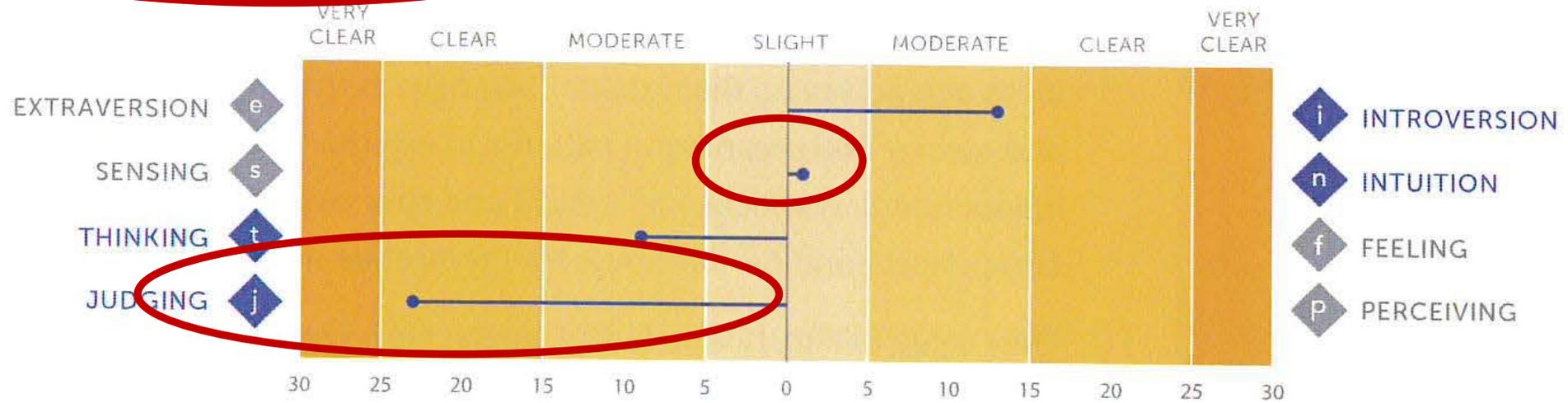


Your Myers-Briggs® Profile is designed to help you understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment. This assessment identifies which of 16 different personality types best describes you.

Your answers to the questions on the MBTI assessment show which preference in each of four pairs of opposites you favor. Your preferences are choices between equally valuable and useful qualities. Each preference is indicated by a letter.



CLARITY OF YOUR PREFERENCES: INTJ



PCI RESULTS: INTROVERSION | 13 INTUITION | 1 THINKING | 9 JUDGING | 23

Each of the Myers-Briggs types is characterized by its own interests, values, and unique gifts. Although each individual tends to use his or her preferences most naturally and most often, keep in mind that everyone can and does use *all* of the preferences from time to time, depending on what the situation calls for. For a more complete understanding of the 16 different personality types, refer to the *Introduction to Myers-Briggs® Type* booklet by Isabel Briggs Myers or to the many other MBTI resources that are available.



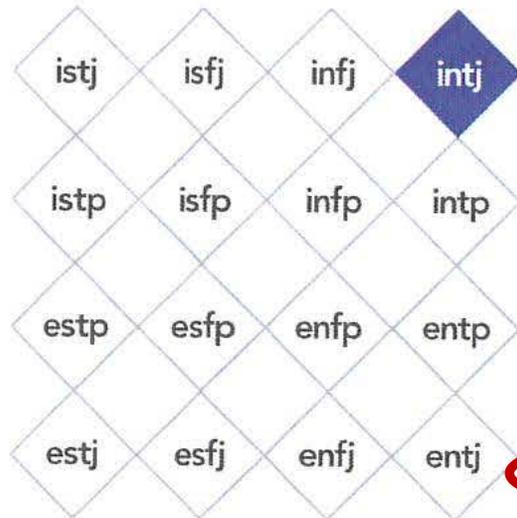
PROFILE

MYERS-BRIGGS TYPE INDICATOR® | STEP I™

WILLIAM CREW

INTJ | 3

TYPE DESCRIPTION: INTJ



Insightful, conceptual, creative

Rational, detached, objectively critical

Have a clear vision of future possibilities

Enjoy complex challenges

Value knowledge and competence; apply high standards to self and others

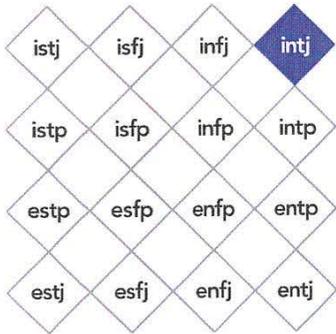
Independent; trust their own judgment and perception more than those of others

Seen as private, reserved, hard to know

Some of these descriptors may not fit you because you are a unique person. Although most INTJs have personality attributes in common, there are still plenty of individual differences among people who share the same four-letter type.

MYERS-BRIGGS TYPE INDICATOR® TYPE DESCRIPTION

William Crew



Introversion | **Intuition** | **Thinking** | **Judging**

INTJs have original minds and great drive for implementing their ideas and achieving their goals. They have long-range vision and quickly find meaningful patterns in external events. They are independent, skeptical, and critical and have high standards of competence and performance for themselves and others.

They value health, home, family, and achievement.

William Crew

3

INTJs at Work

- The boldness of INTJs' Intuition preference may be of immense value in many fields.
- They are excellent long-range planners and often rise to positions of leadership in groups or organizations.
- They want to see their inspirations worked out in practice, applied, and accepted by the rest of the world.
- INTJs drive others almost as hard as they drive themselves.
- When necessary, they can focus on the details of a project in order to realize their vision.
- They will take charge, organize a job, and carry it through.
- INTJs often value and use confidently their intuitive insights in fields such as science, engineering, invention, politics, and philosophy.
- They are less satisfied in any job that limits or restricts their vision and innovation.

Potential Blind Spots for INTJs

- If INTJs have not developed their Intuition, they may not take in enough information or may take in only information that fits their inner vision and make poor decisions as a result.
- Also, they may concentrate so hard on their goal that they fail to look for other information that might conflict with the goal.
- If they have not developed their Thinking preference, INTJs may not have reliable ways of translating their valuable insights into real-world applications.
- Also, if their Thinking preference is undeveloped, they will be unable to criticize their inner vision and may not listen to the opinions of others. They will therefore be unable to shape their inspirations into effective action.
- Appreciating others may be hard for INTJs, and they may ignore other people's values and feelings.

Knowing the S.H.A.P.E. of you and your team can:

- Fill blind spots
- Activate strengths
- Increase collaboration
- Create a more fulfilling and exciting working atmosphere
- Stimulate creativity and freedom of thought
- Give greater understanding of where people should fit in the organization.



**The Way of the Shepherd – Kevin Leman, Bill Pentak*

Case Study

Jimmy Buffett, Building Inspection Supervisor just retired. Jimmy's code knowledge was unmatched. He was fair but tough and mostly kept to himself. However, his door was always open if his team needed him and he was well respected. The team has been solid under his direction, but you've had some trouble with cohesion; inspection calls sometimes are inconsistent in the group. There have been times of lack of communication and the team largely keeps to themselves. The inspection team experience level averages around 10 years. In Jimmy's absence the team gravitates to Pete Townsend, BI II for answers since he has been with the city more than 12 years, is very personable and loves to joke around. Pete has no interest in the Supervisor position since he gigs on the weekends. Robert Plant, BI III was recently promoted and has been with the city for 5 years. He would be "next in line" for the position. Knowing the candidate pool, you are contemplating just promoting Bob since he is an "up and comer". It would be the quickest thing to do and you just can't afford to fall behind in inspections.

- What would Bob's S.H.A.P.E. need to be for him to fit into to the position? What personality type would you look for? What would be a "deal breaker"?

Management Styles

Autocratic

- Centralized decision making

Persuasive

- Decision-making totally in the hands of managers
- Encourages managers to share the logic and rationale behind their decisions
- Helps team members feel more connected to the decision-making process

Paternalistic

- While communication is still one-sided, team members are heard and decisions are made with their wants in mind
- No collaboration between the manager and the team about the decision itself

Management Styles

Laissez-faire

- Gives team members nearly full autonomy
- Typically only meets with team members if the team requests it
- Only checks in if something went wrong

Visionary

- Less concerned with the day-to-day operations
- Interested in educating team members about the larger vision of the organization
- Tends to motivate and inspire rather than give instructions about day-to-day tasks

Delegative

- Managers and team members only interact when managers are assigning them tasks
- The manager will come in at the end of the project, review the work

Management Styles

Democratic or participative

- Managers collaborate with their team members to distribute the decision-making process
- Invest in their team's well-being and career development
- Encourages creativity and employee engagement
- Managers encourage contributions from all team members

Consultative

- Consistently looking for feedback from their team
- Rarely make decisions alone
- Encourage collaboration from their team

Transformative

- Used predominantly among creative teams
- Strives to create a culture that encourages adaptability, innovation, and problem-solving.

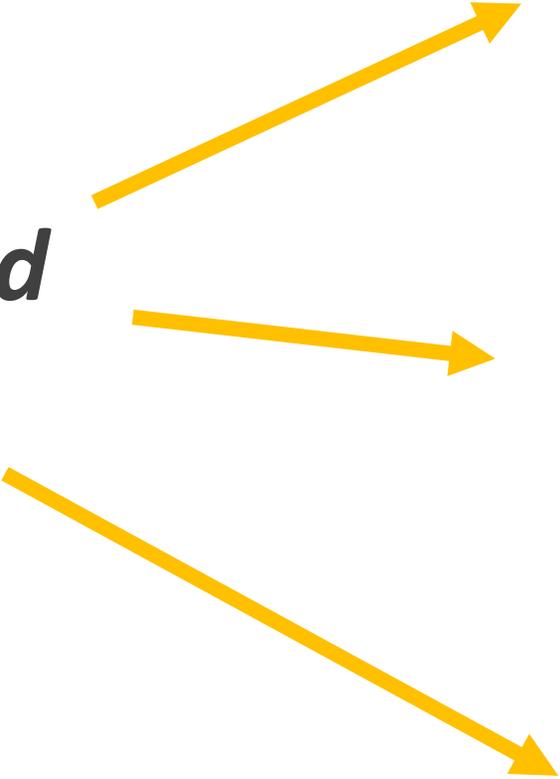
Management Styles

What are the blind spots?

Autocratic

Democratic or participative

Laissez-faire



Management Styles

- Most have a dominant style.
- Flexibility: change based on the team attributes or individual needs
- Based on today's workforce:

Which style do you think works more often?

Which one will work the least?



“meh, good enough”



Mediocrates

Case Study

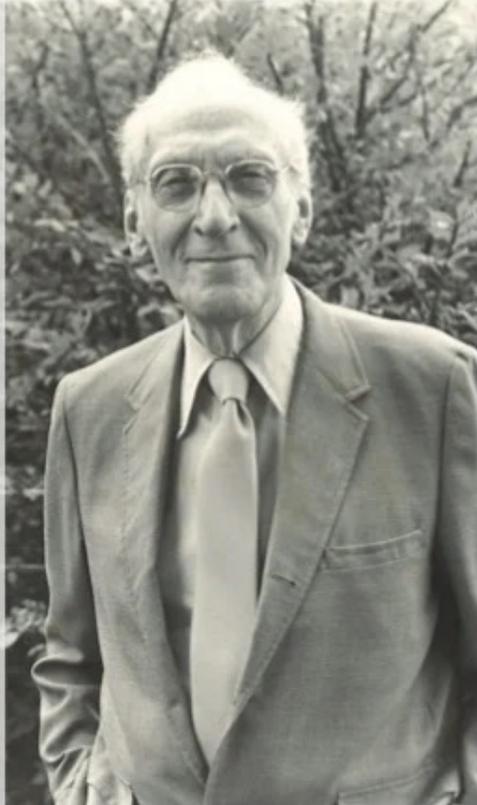
You were recently hired by the City of Van Halen to be the Inspection Coordinator. Previously, you were project manager at a large commercial construction company, so you have zero experience in code administration. However, you do have practical construction and management experience. The CBO is trying to create a more professional environment and it begins and ends with you. You are now the “manager” of 4 building inspectors with a combined experience of over 65 years.

What approach would you take with team? What management style would work best with this group? How do you “win” them over?

Servant Leadership

"Servant leadership begins with the natural feeling that one wants to serve, to **serve first**. Then conscious choice brings one to **aspire to lead**."

- Robert Greenleaf



Test

"Do others around the servant-leader become wiser, freer, more autonomous, healthier, and better able themselves to become servants? Will the least privileged of the society be benefitted or at least not further deprived?"

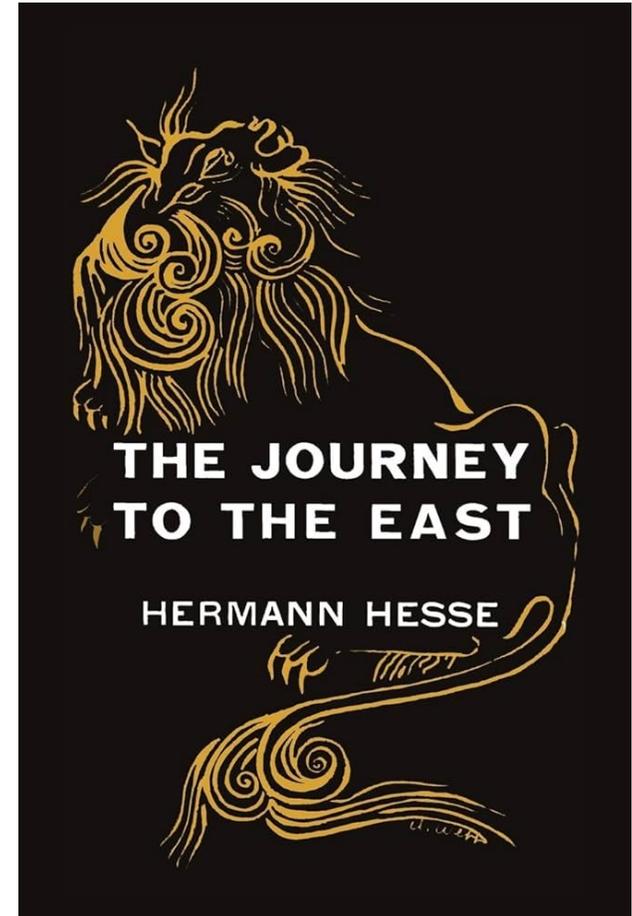
-Robert Greenleaf

Servant Leadership

Herman Hesse's Journey to the East

Are you a natural servant first?

Are you a Leo?



Servant Leadership

What are some attributes of a Servant Leader?

- **Humility:** humble leaders can be very bold when it comes to their sense of values, morality, and doing the right thing
- **Altruism:** the practice of placing others before oneself
- **Trust:** level of confidence one individual has in another person's competence and his or her willingness to act in a fair, ethical, and predictable manner
- **Service:** serve the needs of others
- **Listening:** automatically responds to any problem by listening first

Recap/Next Steps

- **Build a “healthy” culture**
 - Healthy beats Smart
- **Know your and the team’s S.H.A.P.E.**
 - Personality tests with the leadership team
- **Use the right tools**
 - Read and study management topics
 - Tailor your communication and management style
- **Avoid machoism**
 - Stop thinking this is “touchy feely stuff”.
- **Strive to Be a Servant Leader**
 - Watch the “I’s”

References

“Servant Leadership”

– Robert Greenleaf

“The Way of the Shepherd: Seven Secrets to Managing Productive People”

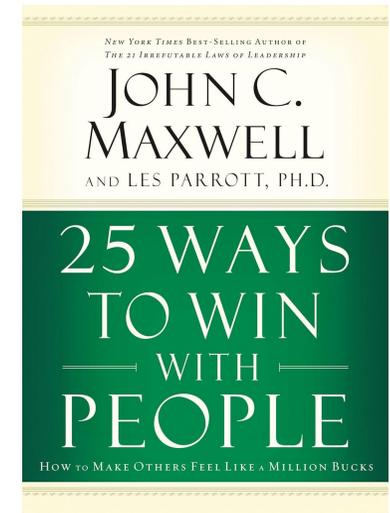
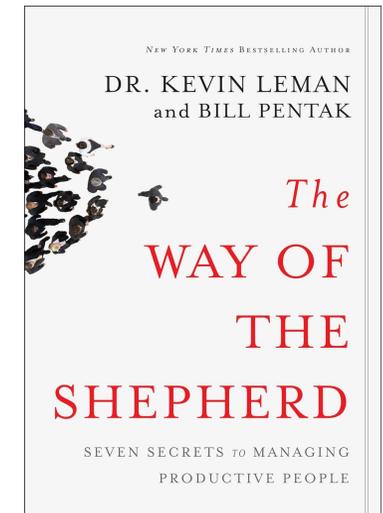
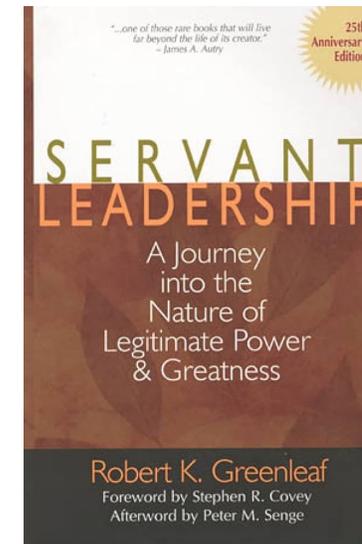
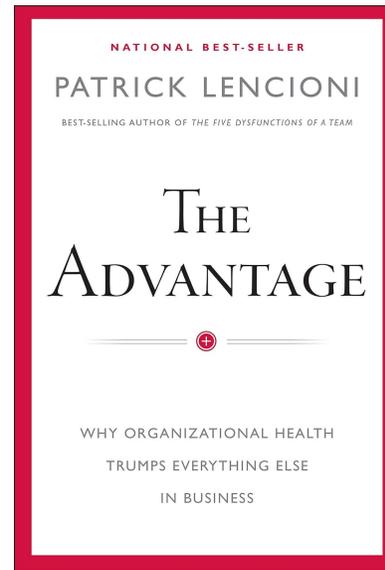
–Kevin Leman, Bill Pentak

“The Advantage”

– Patrick Lencioni

“25 Ways to Win with People”

– John C. Maxwell



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